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OCTOBER 1991

INCENTIVE

MANAGING AND MARKETING THROUGH MOTIVATION

STAR-STRUCK CONSUMERS

**HOW FAN CLUBS
KEEP 'EM WORSHIPPING**

FROM BEDROOM TO BOARDROOM

**BUSINESS SECRETS FROM
THE 'MAYFLOWER MADAM'**

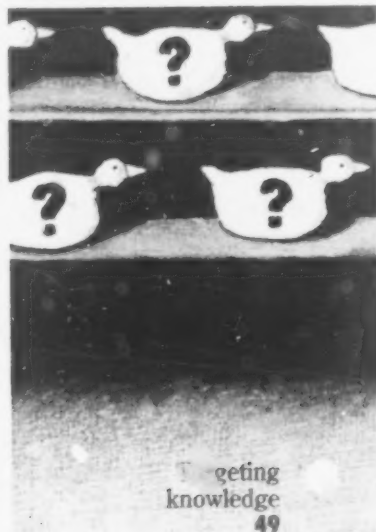
KNOW-IT-ALLS

**MAKING PRODUCT KNOWLEDGE
YOUR PROGRAM GOAL**

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Cover by Jerry Palubniak

INCENTIVE helps companies become more productive and improve the quality of their work by motivating employees to work more effectively and customers at all levels to buy. Our stories demonstrate the benefits of integrating internal motivation programs and external marketing efforts.

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FROM THE EDITOR

THE I.T. ARGUMENT

BY BRUCE BOLGER



Over the last few years, the incentive travel business has focused a lot of attention on individual travel (I.T.) awards. And for good reason. **Incentive's** statistics show the nation's incentive users turning to individual awards in a big way. This year, almost 50 percent of group incentive travel users now incorporate an individual trip into their offerings.

Boosters argue that individual awards make travel available to smaller companies that can't send everybody away, accommodate winners with tight schedules who can't always depart when the group does, bring travel to lower-level employees whose performance gains can't fund a more elaborate group award, and tap into Americans' growing preference for personal choice in travel.

Detractors—and these include some leading suppliers and users—argue that individual offerings can't do what group travel does: accentuate individual accomplishments by bringing top performers together with management and customers. They believe that the group experience greatly enhances corporate communication and camaraderie, while creating experiences that individuals can't achieve on their own.

It's clear that many end-users take both sides of the argument. **Incentive's** statistics indicate that many companies use both types of travel, combining a group experience for top performers with individual awards—often in conjunction with merchandise—for other achievers.

As with any new marketing or management tool, the challenge for both users and suppliers is to determine how to most effectively use this relatively new device. The best advice comes from individual travel's most fervent supporters and detractors. Companies reaping the most success from this option use it strictly as a reward and not as a communications device. They throw it into the award mix of merchandise, cash and perquisites, but rarely use it to supplant group travel awards unless the big trips present scheduling problems.

However, some suppliers argue that many users fail to incorporate the special elements into individual trips that set group incentive travel apart from other forms of travel, such as recognition and creation of memorable events. Individual-travel users could significantly benefit by including elements from group trips in their individual programs.

For their part, incentive travel suppliers have a lot to learn about this fledgling but fast-growing source of business. Many haven't recognized it at all, while others have developed impressive offerings but are still figuring out how to sell and market them. Still, a growing number of suppliers who have put the right ingredients together are doing well, even in this recession.

Bruce Bolger

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TAILOR-MADE AWARDS

When used thematically and strategically, apparel can more than dress up an incentive or promotional campaign.

BY KEVIN DOYLE



The old cliché, "the clothes make the man," was last heard sometime before the invention of the leisure suit. Even so, many companies are finding that apparel is still one of their most powerful tools to woo male customers and motivate male employees.

The Allied-Signal Inc. Aftermarket Group learned early on of apparel's effectiveness as a motivator. "We've been using apparel in our incentive programs for about 28 years," says Chris Donnelly, sales promotion manager at Allied-Signal, the East Providence, R.I.-based manufacturer of Fram air filters, Bendix brakes and Autolite spark plugs. The company's most recent program, "WinterWear 1991," began last month and will run through the end of December. "For our WinterWear program, we put together merchandise from six or seven manufacturers including Hathaway, Wrangler, Sebago and Woolrich, and made our own winterwear brochure

that resembles a Land's End or L.L. Bean catalogue," Donnelly says. The men's, women's and children's clothing in the brochure ranges from \$25 to \$250 retail, or \$25 to \$100 wholesale. "Our objective with this program is to increase overall sales, and it's targeted to automotive-parts wholesalers and distributors across the nation," says Donnelly. "We have found highly visible, brand-recognized apparel to be a very effective motivator for this group."

During the program, Allied-Signal issues one coupon for each qualifying parts order, typically an order of about \$800. The coupons are then redeemed from four categories of merchandise in the brochure. One coupon is good for such items as gloves and sweaters, while four coupons could be traded for more high-ticket items, such as a fur-trimmed parka. "The idea is to give certificates to the wholesaler as he accumulates a large inventory," Donnelly says. "He then sets up his own program and looks to increase sales by passing the coupons on as incentives to dealers." Last spring's campaign, which featured outdoor wear and camping supplies, pulled in \$60 to \$70 million in sales, as well

as a Gold Key Award from the Incentive Manufacturers Representatives Association.

Hard to please. Typical of Allied-Signal's incentive program is its primary target audience—namely, males. Although several companies have attempted to use apparel as an incentive tool for women, many have found that for various reasons its appeal doesn't measure up. The Fuller Brush Company, which employs mostly women, offers blazers as a recognition reward to its top salespeople, but that's the only item of apparel it uses. One reason is the sheer volume of clothing Fuller would have to offer to its female sales force to create an attractive incentive. "You have to be conscious of offering so many different styles and sizes, that incentive apparel for women presents a much bigger problem than for men," says Dave Laughlin, manager of promotions and incentives at the Great Bend, Kan.-based company. "We want to get a quality

THE HOTTEST ITEMS

CATEGORY

PERCENT GROWTH
IN RETAIL DOLLARS
(1990 vs. 1989)

Women's suits.....	25%
Girls' casual knit shirts.....	24
Girls' shorts.....	21
Men's shorts.....	20
Women's shorts.....	13
Girl's jeans.....	13
Boys' knit sport shirts.....	12
Infants' wear.....	12
Boys' shorts.....	12
Women's casual knit shirts....	11

Source: Kurt Salmon Associates Inc.



premium to them quickly."

Instead, Fuller's representatives, 85 percent of whom are women, are offered incentives ranging from business-card holders to Lincoln Continentals. Laughlin says that a few years ago, before he joined the company, Fuller did attempt an incentive program using apparel. "Women in the field have asked me, 'Are you ever going to run that Van Heusen incentive again?' But I've heard that, although the representatives liked the merchandise, there were a significant number of returns and exchanges due to sizing and other problems." He stresses the importance of timeliness in an incentive program, and says that if a salesperson returns an item because it's the wrong size or style, it acts as a disincentive.

Other companies share similar stories and concerns. Avon Products, which has a virtually all-female sales force, is another company that rarely offers apparel as an incentive item. Elaine Benvenuto, director of corporate public relations for the New York-based firm, says there are several reasons for this. "To give apparel as an incentive, a lot of inventory is needed because of the variations in women's sizes and tastes. Apparel is also more expensive

because vendors charge more for specifically sized items." She says the company does run programs with T-shirts and sweats, but infrequently. "We have to be selective because these are the only apparel items that are successful. We don't want to overuse them so that they no longer create any excitement or interest," she explains.

Tupperware offers several dresses and other women's fashions as an incentive, but only when other premiums such as furniture and appliances are included. "We've been offering apparel forever," says Bobbie Myers, motivational and incentive buyer for Orlando, Fla.-based Tupperware Home Parties. "More people have a chance to earn the clothes than our higher premiums, but we generally don't offer them alone." Isidore Cassuto, vice president of Clipper Unlimited Inc., a manufacturer's representative firm in West Palm Beach, Fla., points out that the growing number of women in the workplace will, however, likely increase the demand for women's apparel incentives.

One emerging trend is that fewer garments given as awards are customized with a company logo. None of the merchandise in Allied's WinterWear catalogue, for instance, is customized with Allied's name or logo.

"We tend to be getting away from



customizing," Donnelly says. "As much as you love your logo, people don't really want to wear it all the time, especially outside of work. People are even getting away from designer jeans and going back to basics."

A return to basics may well be a trend in the 90's. The corporate logo on a shirt might no longer be chic, but a few companies do have logos and products that are so well-known and admired that they can actually enhance a garment's value as an incentive. "We capitalized on people's desire to wear the MGM logo," says Chris Larson, former national marketing director for MGM/UA Home Video. "It's number two in world recognition after Coca-Cola."

When she was with the company, Larson ran nationwide sales incentive programs for distributors of MGM's line of home videos. For the 50th anniversary of "The Wizard of Oz," MGM/UA commissioned cotton jackets decorated with an embroidered depiction of Dorothy, Toto and friends skipping into the Emerald City. The six-color embroidery, which consisted of more than 54,000 stitches, was supplied by High Five Sportswear in Los Angeles. Distributors were told that they and their staff would receive the jacket if

they achieved a goal set for each of them. "We absolutely saw results," Larson says of the three-month program. "It was a great sales incentive, and it also became a good source of advertising. We sold 3.5 million copies of the video, which had already been out for four years. From Omaha to Boston, bringing a little Hollywood home really worked."

Unfortunately for many, the elusive alchemy of brand appeal can't be bought. What can be bought, though, are popular items graced with sports teams and their logos.

The appeal of the pros. "We've been using the NFL for more than eight years," says William Rossiter, marketing communications specialist for the Owens-Corning Retail

Insulation Division in Toledo, Ohio. "Owens-Corning has exclusive rights in the insulation industry for NFL and NBA national promotional programs, and we spend lots of money to keep those rights."

The company's current incentive campaign, which began in August and ends this month, features a lined, satin-and-nylon jacket emblazoned with an NFL team helmet, team logo and the NFL emblem. The jackets, supplied by Swinger Marketing in Kansas City, Mo., come in 10 colors and are designed with shoulder stripes.

Rossiter explains that to earn the incentive, consumers must purchase 10 rolls or more of R-13 insulation (insulation thickness is categorized by R-values). The jackets, a \$44.95 retail value, are redeemed by mailing in the proof of purchase and \$3.50 for shipping and handling. "We're trying to motivate consumers to buy higher R-value insulation, which helps the retailers upgrade their sales," he says.

The Owens-Corning campaign targets do-it-yourselfers and professional contractors, groups that Rossiter says are readily motivated by sports promotions. "The reason we use the jackets is demographics," he says. "In all the surveys we've done, jackets have ranked number one. Professional sports tie in with whom we sell to and, because of our licensing, we don't have to worry about any competition." He says the company has given out more than 700,000 consumer premiums over the past eight years, and that six of the fall promotions used jackets. The program has been so successful that the company will kick off a campaign using NBA team jackets this February. "We want to give the retailer something to utilize during the peak selling seasons," Rossiter says.

While the allure of sports-related promotions has long been established, finding a tie-in with a major sporting event creates added excitement around a product. The Monroe Auto Equipment Company recently found an effective tie-in with one of the premier events in the world of auto racing, the Indianapolis 500.



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The firm ran a sweatshirt program last spring that centered on 1991 being the 75th anniversary of both Monroe and the Indianapolis 500, says Mark Williams, senior account representative for the Monroe, Mich., auto-parts manufacturer. "Automotive people like certain items, and this unique shirt fit the kind of people we're dealing with."

Monroe initiated the program to increase sales of its Gas-Matic line of premium shock absorbers and struts at the Pep Boys automotive retail stores. "We included all 320 Pep Boys stores in the 52 districts nationwide," Williams explains. "After eight weeks, the store in each district with the highest percentage of premium sales, balanced against its regular sales, won." Williams says that to foster a team approach, all employees of winning stores were awarded shirts. The 1,250 shirts Monroe gave away were made by Gear For Sports in Lenexa, Kan., and distributed by Chamberlain and Associates of Taylor, Mich.

CLOTHING CATALOGUE

Tultex has announced its entry into the incentive apparel market. The activewear manufacturer has a new catalogue of basic product offerings and company information. To receive a copy, contact Jerry Williamson, Tultex Corp., P.O. Box 5191, Martinsville, VA 24115, (703) 632-2961.

LICENSED TO DRIVE

The National Association of Stock Car Auto Racing (NASCAR) has a four-page catalogue that introduces companies to the variety of officially licensed NASCAR merchandise. The selection includes apparel, coolers, watches, toys, candy and beach towels. More than 1,700 NASCAR events are held in 40 states each year. Contact Jerry McGee, NASCAR Properties, 320 Interstate

I D E A S

No., Ste. 102, Atlanta, GA 30339, (404) 955-5038.

ADJUSTABLE CLUB

Divnick International Inc. has developed a golf club that adjusts to every loft position, including three putter and three driver angles, up to a 68-degree wedge. The 38.5-inch club telescopes to a compact 17 inches and requires no tools to adjust. A corporate logo can be cast or imprinted into the head of the club. Contact Divnick International Inc., 1600 East St., Spring Valley, OH 45370, (513) 862-4644.

FRENCH BEAUTIES

Hour Lavigne, a French company with U.S. headquarters in New York, has introduced a line of unusual table and desk clocks. Each handcrafted clock includes materials such as semi-

EXPOSE YOURSELF.

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hundreds, even thousands, of people could see your logo. Your name. Your style.

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FACTS SURVEY TRAVEL INCENTIVES

With their budgets frozen and award costs rising, executives are finding ways to stretch their travel dollars.

Recession has struck the realm of incentive travel. According to this year's FACTS survey of 197 executives, companies indicate that they're spending more for trips while awarding them to winners who are producing less impressive sales gains than in past campaigns.

The survey shows that travel campaigns are yielding an average of only 14.5 percent in incremental sales, compared with 16.7 percent a year ago, and a range of 17 to 21 percent in the six previous years. Meanwhile, incentive travel costs have risen in two critical categories: trip price (per participant), and costs expressed as a share of sales gained from the program.

Respondents also are showing near-zero growth, claiming a mere 3 percent increase in planned travel spending for 1991. In last year's travel survey, executives augured this recessionary pattern, as usage dropped to 6.5 percent from 9.5 percent in 1989.

On the plus side: The percentage

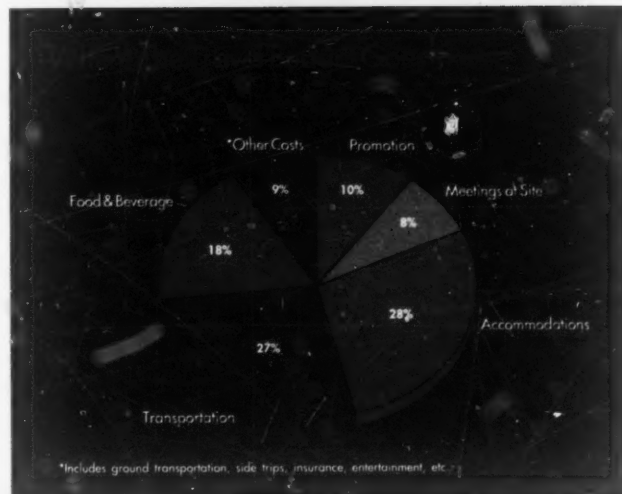
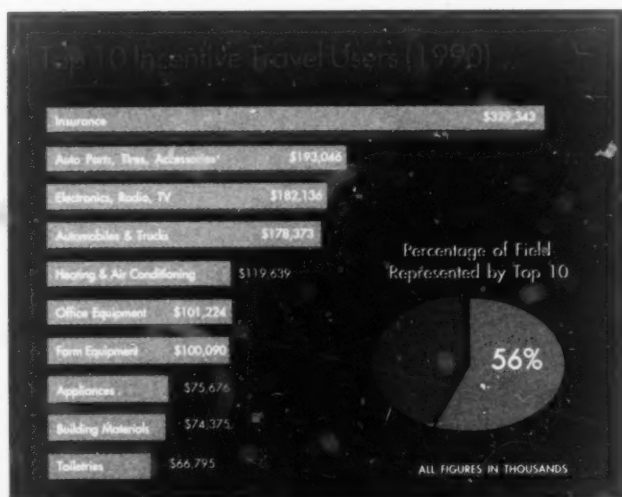
of dealers and salespeople qualifying for awards remains at the same level for the third straight year—35 percent. The stable qualification rates seem to reflect a modest cutback in goals and quotas, especial-

ly when viewed against the reduced projections for dollars spent on 1991 travel programs.

In addition, users in **Incentive's** latest survey did find a number of ways to counter the recession's effects. Some pared budgets by shortening trips, substituting domestic for foreign sites, or eliminating trips altogether. Others, less willing to give ground, focused on maintaining a strong travel program to keep the sales organization functioning well and poised for better times.

The final estimate for 1991 travel spending is \$2.6 billion—59 percent of it allocated for programs targeting salespeople, the rest for dealers. The figure includes a 6.7 percent rise in sales incentives and a 6.3 percent increase in dealer promotions. Both categories, however, showed greater increases in merchandise-award spending, registering gains of more than 8 percent.

While this year's respondents report a boost in the cost of incentive travel, that rise has been moderate—a little more than the inflation rate. The per-person price of an



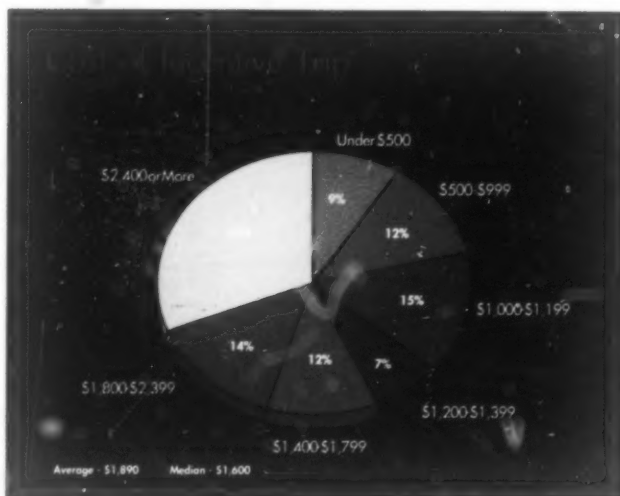
average trip has hit \$1,890, an \$85 increase over last year's survey. The median, meanwhile, rose to \$1,600 from last year's \$1,500.

When measured as the cost of the program versus incremental sales, this year's average investment is 11.3 percent, up from 10.7 percent. But the median grew even more, from 6 percent in 1990 to 8 percent now. The jump in the median suggests a significant rise in costs in administration, promotion, meetings and other incentive-campaign support functions.

Shifting objectives. Another indication of recessionary concerns: Travel-incentive objectives have changed somewhat from a year ago. "Selling new accounts," which had previously ranked second (after "increasing total volume"), dropped from a 51 percent choice last year to just 39 percent in this year's survey. This likely reflects that seeking new business may not be the most realistic strategy in hard times.

Two other objectives, however, gained ground among this year's respondents. "Improving morale and/or good will" has always scored high with travel users, but this year the objective rose to a 51 percent vote, up slightly from the 47 percent who favored it a year ago. And "bolstering a slow season," normally a fairly minor aim—chosen by 17 percent last year—rose to 27 percent this year. Indeed, for some, "slow season" may have defined the entire year.

Although some users in the survey said they had cut back on foreign travel and re-emphasized domestic sites, the overall trend seems negligible. Respondents indicated an average foreign-travel expenditure making up about 40 percent of their total outlay, while the other 60 percent went toward trips stateside. In last year's survey, the figures varied little—41 and 59 percent, respectively. The difference, if extrapolated over the universe of



all travel programs, would mean a shift of about \$26 million from overseas to domestic spending this year.

Another cost-reduction measure seems to have surfaced in this year's study—eliminating spouses from the trip. In the 1990 survey, 92 percent of executives said they included spouses on the trip. This year, that figure has fallen to 87 percent. The term "spouse," it should be pointed out, is used fairly loosely: About 73 percent of all respondents

welcome "guests" other than husbands and wives.

A few survey respondents said they cut costs by eliminating the services of an incentive firm. But this didn't figure as a significant trend. Full-service incentive firms are listed as a source by 23 percent of respondents, unchanged from a year ago. The most popular option for travel arrangements remains the local travel agent, favored by 43 percent, but the figure has dropped from 49 percent in 1990. Forty-two percent of executives count mostly on in-house staff to create incentive trips, a 3-point increase over last year, and another 19 percent deal directly with travel suppliers, compared with 15 percent who gave that answer a year ago. (The total percentages here exceed 100 percent because many companies take varied routes for different promotions.)

Diverse targets. Users continue to target a wide variety of potential travelers in their promotions. Eighty percent focus on company sales personnel, while 17 percent target non-sales employees as well. The second-largest group is retail dealers, the focus of 35 percent of these marketers.

While most company-employed sellers receive travel incentives, they represent only about 35 percent of all corporate activity. With the average respondent claiming at least

TRAVEL FACTS IN BRIEF

Programs per year (median)

Domestic:	2
Foreign:	1

Group trips

Users:	59%
Average number of participants:	118
Median number of participants:	50
Average length:	6 days

Business meetings

Hold meetings on trips:	51%
Average number of hours:	9.5

Buy-ins

Allow participants to buy in:	26%
Average amount of buy-in:	29%

Merchandise

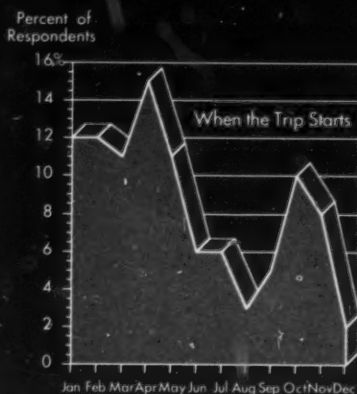
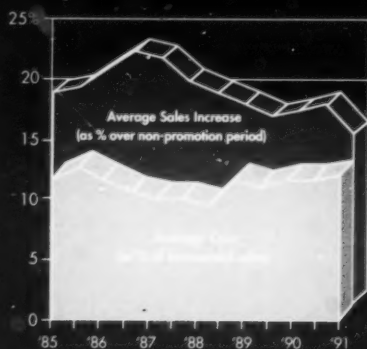
Companies that use it with travel:	54%
--	-----

Consumer travel

Users:	21%
Pay for it:	74%
Trade for it:	37%

Decision makers

President, CEO, exec. VP:	65%
Sales/marketing director:	27%
Meeting planner:	5%
Product/merchandise manager:	1%
Advertising/sales promotion director:	3%



2.5 different types of audiences for his or her incentive programs, it appears that outside people dominate most users' efforts. Those target groups include distributors (24 percent), dealer salespeople (21), independent sales reps (15), distributor salespeople (14), direct-salespeople (14) and others (6). The survey also shows an average planning time of 38 weeks before the actual trip, including a selling period averaging 29 weeks.

The large majority of users (72 percent) continue to feature the flexibility of open-ended trip qualification—awarding *all* who meet the requirements, rather than restricting their programs to a predetermined number of winners. An open-ended structure matches the most popular method of setting quotas: basing them on the sales forecast. Fifty-five percent of companies use this method, which permits both the incentive budget and incremental sales to expand together. Thirty-six percent set quotas on the basis of incentive-budget requirements, which tends to create a more rigid plan and limit the number of winners.

For most users—57 percent this year—the budget can be tailored to the specifics of the campaign; they use a special campaign budget set in advance. About 19 percent tie the budget to a percentage of forecasted sales; 15 percent have regular promotion funds set aside for incentives; and the remaining 9 percent use flexible budgeting that puts up

a percentage of incremental sales to fund the campaign.

What measures of success do incentive-travel users stress most in their campaigns? The top criterion: "total units or dollars sold"; 66 percent marked this objective, up from 59 percent in 1990. But the second-ranked measure, "percent reaching goal or quota," has gained greater importance, now preferred by 42 percent, up from only 30 percent last year. "Increasing market share" is listed as an objective by 25 percent; 31 percent marked this goal last year. Two other criteria remain almost unchanged: "profit on incremental sales," 25 percent, and "branch or district performance," 17 percent.

Incentive asked executives to recount their strategies for coping in the recession and keeping their programs effective. Answers ranged

widely, reflecting a variety of philosophies. One straightforward approach was expressed by James W. Agnew, vice president of marketing services for Des Moines-based American Mutual Life Insurance, whose budget for an annual domestic trip for more than 200 people is down 12 percent from last year's: "We have increased the requirements, reduced the exceptions, and cut out frills [gifts during the convention]."

A small hardware manufacturer has increased his travel budget by about 10 percent, but he's still looking for ways to contain costs in the face of sliding sales; he anticipates a total 12 percent sales gain produced from this year's three incentive programs, compared with the 18 percent harvested last year. "We'll do more in-house planning," he says. "No overseas travel; we'll spend in the USA. No spouses on the last trip. And we'll use more desktop printing."

An industrial-chemical maker accepts the inevitable rise in costs, but will "tighten controls and parameters on sales targets, monitor progress and costs more closely and maintain continuous contact with salespersons." A Southwestern radio station owner claims that his trips "are of shorter duration and closer to home." And while a California wholesaler expects a good sales gain this year and is increasing his incentive budget by about 10 percent, he claims he is "shopping around and getting the most out of each dollar."

TRAVEL INCENTIVE OBJECTIVES

(Percentage of respondents reporting)

Increase overall volume.....	70%
Improve morale/good will.....	51%
Sell new accounts.....	39%
Introduce new product.....	31%
Move full line or slow items.....	29%
Bolster slow season.....	27%
Offset competition.....	23%
Support consumer promotion.....	15%
Build dealer traffic.....	13%
Prepare for strong season.....	2%

The simplest way to save some money, many believe, is to shorten a trip. A New England shoe-company executive, who has taken his groups to Switzerland and Italy, will be moving travel from foreign to domestic, including a cruise this year. An Eastern publisher who has run trips to Paris and Rome claims that "partially due to the Gulf situation, we did not travel overseas" this year. Similarly, at Ford Auto Club in Dearborn, Mich., product manager Dennis Kasproicz claims, "We have reduced our program from two destinations to one destination with varying lengths of stay. Also, we now have a 'budget host' go on the trip, with the authority to make changes that would either reduce costs or increase the winners' perceived value."

Uncertainty has proved a certain factor at some companies, as at one Eastern machinery manufacturer who has taken groups of 40 or so to foreign destinations in the past. He says: "Although we planned to kick

off an incentive program in late '90, we held off due to the economy and the war. We felt we had to offer a phenomenal trip as an incentive, yet had to battle our own budget woes as well as our distributors' nervousness about traveling. We decided to hold off until this year. But we haven't yet made any final decisions."

Strategies for growth. For many executives, opportunities loom despite the recessionary climate. An Illinois wholesaler estimates a large 1991 budget *increase*, despite an expected loss in sales volume: "We have cut costs on the operating side and actually increased our incentive budget, with greatest emphasis on rewards for growth, in anticipation of better sales in the coming year. We have also added more private meetings with the president for high sellers to make them feel more important."

The Independent Order of Foresters in Solano Beach, Calif.,

hasn't changed its substantial travel budget. Its insurance sales program includes trips for 650 people to both domestic and foreign destinations. While the incentive plan has not changed, manager of travel Joseph A. Berge says, "We increased our advertising and promotion budget...and we increased the training program budget."

"Business as usual" sums up the feelings of many marketers using incentive travel. W. L. Pulsipher, vice president of marketing for HCS Corporation, a Salt Lake City wholesaler, says that his annual program offering a group trip to a foreign destination for over 100 people will continue uninterrupted. And he reports recent sales gains above the survey average.

"Continuity of established programs is important," notes a major recreational-vehicle maker. "The precedent of annual programs is difficult to change."

"For our sales force, the program



remains untouched," says John T. Nakaoka, national sales manager of Avery Dennison-Merchant Products, a San Diego specialty-paper manufacturer. "And we keep our focus on motivating them to remain visible, active and involved with their customers."

Robert J. Abbott, manager of advertising and meeting services for Mueller Company, a Decatur, Ill., manufacturing firm that conducts foreign trips for groups of about 200, claims no changes in incentive travel plans. "We continue to run our programs as we have in the past," he says. "We have established a reputation for operating quality programs. Cuts would only work against us and diminish the incentive value of the award. Even in a recession, the *value* of our program more than pays for the cost of the program itself. In fact, in a recession, it is probably more important to maintain the quality to assure that people will stretch to win."

TOP INCENTIVE DESTINATIONS

(ranked in order of popularity)

WESTERN HEMISPHERE

(including U.S., Caribbean, Mexico and Canada)

1. Hawaii
2. Caribbean Islands (also includes Bahamas and multi-island cruises)
3. California
4. Florida
5. Mexico
6. Nevada
7. Arizona
8. New York
9. Canada
10. Bermuda
11. Illinois
12. Texas
13. Colorado
14. Alaska
15. South Carolina
16. Pennsylvania
17. Massachusetts
18. New Jersey

Wisconsin
Minnesota
New Orleans

16. Vermont
17. Virginia
18. Missouri
19. Ohio
20. Michigan
21. New Mexico
22. Washington, D.C.
23. North Carolina
24. Atlanta
25. Nashville
26. Utah
27. Arkansas
28. Montana
29. Iowa

OVERSEAS

1. France
2. Spain
3. England
4. Germany
5. Italy
6. Australia
7. Portugal

Monaco
Austria
Switzerland
Hong Kong

5. Ireland
6. Singapore
7. Bali
8. Thailand
9. Israel

Other mentions:

Belgium
Poland
Sweden
Denmark
Tokyo
Taiwan
China
India
South Africa
Morocco
South America

Note: Destinations listed under the same ranking are tied.



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